Office of Strategic Planning & Management: FY 2015 Operating Plan

OSPM's vision is for the office to be a trusted resource to our internal partners and for HUD to be a model of superior performance in the federal government. OSPM will achieve its vision through practicing and advancing 1) project management discipline and best practices, 2) cross program collaboration, and 3) robust use of data to drive decision-making.

September 2014

Vision for FY 2015

In FY 2015, the Transformation Division will move the department forward in the areas of enterprise planning, change management, and measurement and analysis. We will do this by 1) fostering planning and change management capacity throughout HUD; 2) introducing and encouraging the use of existing project management fundamentals; 3) guiding the organization through rigorous strategic and operational planning; 4) supporting implementation of priority projects; 5) enabling cross-office collaboration.

Purpose

The Transformation Division will continue to support various priority projects from a program control perspective. This will include evaluation of cost, schedule, requirements, and overall performance of mission critical projects.

The division will focus on building enterprise planning capabilities by instilling project management fundamentals and providing change management consulting.

As we transition to a more strategic posture, we will continue to evolve our tactical priority project implementation efforts and mature the process for acting on HUDStat and EVS action items and Switchboard ideas.

Scope of Work

The Transformation Division focuses on supporting strategic priorities and operational excellence across the department by performing three functions: 1) enterprise/strategic planning, 2) change management and 3) measurement and analysis. Particular focus is devoted to the lines of business (human capital, information technology, budgeting, acquisitions, and grants management).

Enterprise/Strategic Planning

Life Cycle Cost Management - The Transformation Division is standing up a process by which initiatives across the department can calculate and plan for the costs of their initiatives.

> **Transformation Division FY 2015 Goals**
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> 1. We will continue to provide transparency and oversight for:
>   - AFFH Rule Change Management
>   - New Core Financials Transition
>   - HEAT/HITS Transition
>   - Material Weaknesses
>   - Contract Officer Representative Transition
> 2. Create an Enterprise Planning Office to provide a dedicated cost estimation and analysis function for HUD.
> 3. Increase number of projects using ELP to 10.
> 4. Sponsor a program to train 30 HUD employees in PMBOK (FAC-PM) and/or LSS disciplines.
> 5. Ensure all new enterprise initiatives use the five PMBOK process groups and ten knowledge areas to structure the project.
> 6. Develop and deploy a standard change management process.
> 7. Develop a lessons learned program.
> 8. Reduce proportion of Switchboard projects being internally managed/place accountability for change with process owner.
> 9. HUDStat BI Tool deployed in 1st quarter to inform HUDStat operational goals.
> 10. Strengthen HUDStat action item identification and accountability processes
> 11. Develop a standard survey process to collect pertinent data.

Strategic Planning - In order to comply with OMB guidelines and ensure the department is progressing appropriately in all of our operational work, the Transformation Division will ensure that all operational objectives provide updates to the strategic plan and annual performance plan as needed.

Change Management

Change Management - The Transformation Division is the focal point to develop a standard, repeatable process for managing and governing change across the department.

Ideation - Switchboard provides HUD with a feedback mechanism to identify new projects and work streams that could be improved. Further, it helps identify accountable offices to investigate and take appropriate actions.

Transparency and Oversight - As priority projects for the Secretary arise, the Transformation Division will provide transparency and oversight into these projects on an ad hoc basis by establishing milestones and quality control measures for tracking by senior leadership.

Measurement and Analysis

Surveys - The team assists with the development, administration, and analysis of surveys in order to help offices collect key data needed to make informed decisions, including the monthly Pulse Survey, used to track progress towards improvement in key HUD projects and initiatives. Moreover, when Employee Viewpoint Survey results are received, the team is responsible for data analysis and assists in action planning to address shortfalls.

Operational Excellence HUDStat/BI Tool - This team also tracks and analyzes data and coordinates discussions focused on hud's operational excellence goals in order to achieve our objectives. This will include development of dashboards in the HUDStat BI tool focused on HUD's operational performance.

Data Analysis - The team provides consulting and assistance with development of new data collection and analysis tools using a variety of software including MS Excel, MS Database, Sharepoint, Infopath, and VBA solutions.

Purpose and Scope of Work

The Performance Management Division is composed of four interrelated projects, each of which plays an important role in supporting the agency's performance management activities.

The **HUDStat** project is responsible for preparing for and executing the HUDStat quarterly APG review meetings and annual strategic review meetings, as well as for following up on post-meeting action items to ensure that the agency makes progress towards its priority goals. There are lead analysts for each strategic goal who are responsible for content development and analysis and who are viewed as the goal subject matter experts within OSPM.

> **Performance Management Division FY 2015**
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> **Milestones**
> - **Milestone:** Submit completed APP & APR to OMB. *Planned Completion Date: 12/31/2014*
> - **Milestone:** All performance team members are expert-level HUDStatBI users. *Planned Completion Date: 1/31/2015*
> - **Milestone:** Complete strategic review process with successful integration of budget data. *Planned Completion Date: 6/30/2015*
> - **Milestone:** Implement strategy for post-Vistronix BI development. *Planned Completion Date: 7/31/2015*

Performance Planning and Reporting created and maintains the infrastructure for data collection and storage; facilitates the development of the agency's major performance documents, including the Strategic Plan, and the Annual Performance Plan (APP) and Annual Performance Report (APR); manages reporting to the government-wide website *performance.gov* for public reporting; and represents HUD to OMB and the Performance Improvement Council (PIC).

HUDStat Business Intelligence (BI) supports the development of an IT system to integrate performance data and provide access for all HUD staff to facilitate agency-wide data-driven decision making.

Communications, Training and Feedback (**CTF**) includes the development and deployment of communications mechanisms, formal and informal trainings, and a series of feedback mechanisms, all of which are intended to create broader awareness of the agency's performance management activities and goals.

Together, these projects support HUD in its fulfillment of the requirements set forth in the Government Performance and Results Act (GPRA) of 1993 and the more recent GPRA Modernization Act of 2010.

Additionally, the performance management division is called upon at times by internal partners as consultants for projects that support data-driven decision making throughout the agency.

Vision for FY 2015

In FY 2015, the Performance Management Division aims to 1) take the next step with the Strategic Review process to better incorporate budget and research data, establishing the process as a critical assessment and planning milestone for agency participants; 2) build on our role as facilitator of ongoing agency prioritization and planning for senior leadership; 3) strengthen our role as critical strategic partners across all strategic goals and objectives; 4) expand our role in shaping HUD's BI practices, primarily by developing HUDStat BI more efficiently and effectively in partnership with CIO and PD&R; and 5) manage an effective performance planning and reporting process that leverages the new strategic plan to improve performance targeting and transparency across our work. A key factor in successful achievement of all these goals will be focusing on consistent content management and communications with our program partners.

Team Capacity Building

Team capacity will be strengthened over the course of FY 2015 as follows:

- Each analyst will pro-actively develop substantive expertise in relevant components of our strategic objectives, including program basics, policy context, and emerging issues (pending regulations, IG findings, etc.)
- Analysts who are not leads for strategic goals or Agency Priority Goals will develop and expand expertise in industry-leading practices for performance management, business intelligence and analysis, data transparency, strategic planning, and other subjects related to their project portfolio.
- The performance team will also strengthen skills to enhance our role as a trusted resource for internal partners, including (but not limited to): facilitation skills; VBA/InfoPath and other quick-win IT solutions; navigating procurement, hiring, IT, and other operational obstacles; etc.
- All performance team members will be expert-level users of Microstrategy / HUDStat BI.

Purpose and Scope of Work

The objective of the Grants Management & Oversight Division in FY15 is to continue efforts to transform GMO into an effective organization that addresses the Division's intended mission: provide effective oversight of grants programs, enable agency-level performance reporting across grant programs (one-stop shop), provide leadership for the optimization of enterprise-level grant-related IT systems, and maintain the Division's the authority regarding oversight and development of grant policy.

Vision for FY 2014

In FY 2015, the Grants Management Division aims to 1) refine and expand shared services offerings through award and possibly closeout; 2) lead effort to optimize enterprise-level grant IT systems; 3) evaluate and initiate the implementation of an enterprise-wide performance management system for grantees of competitive offerings; 4) develop accurate and effective SOPs for mission critical processes, 5) successfully launch a SharePoint site for announcements and policy; and 6) continue efforts to model GMO size and authorities after leading grant making organizations.

Grants Management & Oversight Division FY 2014

Milestones

- **Milestone:** Expand GrantSolutions services offered to programs (depends on funds) *Planned Completion Date: February, 2015*
- **Milestone:** Launch and populate SharePoint *Planned Completion Date: December, 2014*
- **Milestone:** Recommend grant IT optimization and cost savings strategy to Deputy Secretary (depends on funds) *Planned Completion Date: July, 2015*
- **Milestone:** Initiate implementation of a performance management system (depends on funds) *Planned Completion Date: July 2015*
- **Milestone:** Complete SOPs for mission critical processes *Planned Completion Date: December 2014*

Team Capacity Building

As we transition to the Office to one aligned after other agency best-practices, we will work to add FTEs and hire staff to augment all of the Branches: Performance, Operations & Oversight, IT systems, and Policy/Technical Assistance. Ultimately the Office requires a staff of approximately 17 to accomplish its full mission.